

Functional Band Team Leader (FBTL) Team Charter

Dated: 12 July 2001

1. Purpose of Functional Band Team Leader (FBTL):

- Provide guidance and mentoring for the development of band engineers to enhance technical expertise and corporate knowledge through experience, training, tools and education.
- Promote Horizontal Integration (HI), share information and lessons learned.
- Maintain state of the art and identify technology trends.
- Identify and participate in training opportunities relating to their areas of expertise.
- Provide the STRICOM Engineering leadership with the ability to maintain and/or develop the required skills to support the needs of our customers.
- Facilitate cross training opportunities to provide for professional development since criteria for each functional band is defined.
- Identify education and experience necessary for an individual to maintain and/or improve levels of expertise within each functional band.

2. Customer(s): STRICOM Engineering Directorate: Leadership Team; Lead, Systems and Project Engineers.

3. Phone: Mike Haddad: 384-3853, Jim Crabtree: 384-3946, Rodney Long: 384-3928, Pam Woodard: 384-3939.

4. Fundor: Part of the assigned duties.

5. Start Date - 1 October 2000

6. Estimated Stop Date – 30 September 2001

7. Leader: Co-chaired by core members.

8. Core Team Members: Mike Haddad, Jim Crabtree, Rodney Long, Pam Woodard

9. Percentage of time: One day a week (10-20%)

10. Team Role(s): Mike Haddad – Software Engineering Functional Band Team Leader; Jim Crabtree – Program Engineering Functional Band Team Leader; Rodney Long – Principal Investigator Functional Band Team Leader; Pam Woodard – Synthetic Engineering Functional Band Team Leader.

11. Sponsor/Advisor Team Members: Jeff Simons - Program Engineering LT POC, Wafa Makhoulf – Synthetic Engineering LT POC, Wafa Makhoulf – Software Engineering LT POC, Bob Sottolare – Principal Investigator LT POC.

12. Potential Resources: To be established utilizing internal E resources.

13. Stakeholders: Leadership Team, Engineering Directorate, Product Managers, Project Managers, Project Directors (PDs), and external customers.

14. Project Goals and Expected Outcomes:

a) Continuous goals:

- Present/discuss recommendations to Leadership Team.
- Publish/present approved recommendations for E Directorate population awareness.
- Keep all functional band peers informed of new technologies.
- Identify training needs to ensure required skills are available within all functional bands.
- Identify the skills required within each functional band.

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- Assign a POC for each identified skill.
- Identify incentives to attract and sustain functional band membership (i.e. why be a member or leader of a functional band?)
- Review/Update metrics that measure Teams' success (i.e., team participation / opportunities to influence) and that measure the levels of expertise within the functional bands.

b) Near Term Goals (6 months).

- Present proposed workplan & milestones for Leadership Team approval.
- Develop criteria at all levels of performance (entry-level, journeyman level, senior level, and leader) within each functional band.
- Update roles and responsibilities for the members and leaders of each E Dir functional band (Functional Band Charters).
- Establish and monitor metrics to measure Teams' success (i.e., team participation / opportunities to influence) and levels of expertise within the functional bands.

c) Long Term Goals (7-12 months and beyond)

- Recommend training, guidance, and mentoring for the development of all functional band engineers.
- Ensure that standard practices, processes, and policies are applied within all functional bands.
- Correlate the skills and skill levels to the "Skills" Database.
- Encourage and foster the HI across divisions in accordance with the Operational Concept for HI. The FBTL will present to the leadership team, for their approval, the number of focus areas to be selected. The FBTL will monitor assigned engineer(s)/working groups to evaluate new requirements, enabling technologies, and other focus areas.
- Facilitate cross-fertilization of technologies. The FBTL will interface with the responsible Engineer or the PM/DPM to help determine which projects or areas could leverage off existing or promising technologies.
- Further describe the skills database to clarify e.g. which one it is, who is the keeper, etc.

15. **Metrics:** The metrics are divided into two groups: Metrics for Determining Functional Band Success which center around the Functional Band Structure & Processes and Metrics for Evaluating Levels of Expertise within Functional Bands which includes Customer Satisfaction. Additional information on the metrics is contained in the Operational Concept for the Functional Band Process. The target values for the FY01 metrics along with level of importance percentages and percentage contribution caps are as follows:

	Target	Level of Importance	Percentage Contribution Cap
a) Metrics for FB Structure & Processes:			
(1) Number of meetings/activities held in the FY	6	20%	30%
(2) Average Percentage of Members Attending Meetings/Activities	15%	20%	35%
(3) Overall percentage of members participating in planning/organizing meetings/activities during FY	15%	20%	30%
(4) Number of Charter Initiatives/Goals Completed/Worked on during FY	17	25%	35%
(5) Number of correspondence generated/distributed to FB	20	15%	20%
(6) Individual FB Effectiveness in Achieving Metrics (Weighted Percentage)	70%	N/A	N/A
(7) Combined FBs Success in Achieving FB			

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Structure and Processes Metrics	70%	N/A	N/A
(8) FB members satisfaction with FB processes	70%	*	*

No Level of Importance or Percentage Contribution Cap is applied to Metric #6 because it is used to combine Metrics #1 through #5. Also, Metric #7 does not have a Level of Importance or Percentage Contribution Cap since it is used to obtain an average of all FBs Metric #6. Also, it should be noted that although no Level of Importance or Percentage Contribution Cap is applied to Metric #8 this indicates that it is as important as the combination of metrics 1 through 5 rolled up under Metrics #6 and/or #7.

- b) Metrics for Evaluating Levels of Expertise within Functional Bands which include Customer Satisfaction:

	Target
(1) Percentage of FB Certified at Level I	30%
(2) Percentage of FB Certified at Level II	40%
(3) Percentage of FB Certified at Level III	20%
(4) Percentage of FB with multiple Certifications at Level II or III	5%
(5) Customer satisfaction with availability of engineering skills	70%
(6) Customer and Supervisor satisfaction with the quality of engineering support	70%

16. Implementation strategies:

Band Operation: See Specific Functional Band (FB) Charter for a specific FB's operation and implementation strategies.

Meetings:

FBTL Meetings - Event driven.
 FB Meetings - Event driven.
 FBTL/LT Meetings - Two weeks prior to Town Hall meetings and as required.
 Town Hall Meetings - Quarterly (Nov, Feb, May, Aug)

17. **Ground Rules:** Team meetings shall be announced a minimum of 72 hours before; shall only be scheduled between 0800 and 1600 hours; and shall be conducted IAW a printed agenda.

18. **Attendance:** Best effort.

19. **Decision Process:** Via consensus.

20. Expected Behaviors:

- Listen carefully – try to understand
- Keep dissension open – no hidden agendas
- Agree only if it makes sense
- Be open to divergent views
- Help team stay on track; limit digressions and war stories
- Speak from the heart
- One speaker at a time
- Don't bog the group down with issues a few can handle
- Emphasize learning. Don't get stuck on getting it perfect
- Offer constructive process feedback on-line

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- End sessions with an evaluation of how we're doing as a team and with the work
- Agenda at all meetings
- Educate substitutes before meetings
- Have fun!

21. Scope of Team authority:

- Provide recommendations to Leadership Team.
- Ability to examine all Engineering Directorate processes, systems, etc...
- FBTL Team membership is a key area of responsibility; FBTL members will be given the time and support to do the job right.
- Team will identify the roles of team members.
- To deal directly with all issues concerning the FBs, including all inquiries and reviews by the Leadership Team. The team is authorized to make all decisions regarding the team as long as the decision is consistent with the approved milestone schedule and resource level. When either the milestone schedule or resource level is impacted, the decision will be referred to the Leadership Team.

22. Boundaries and constraints:

- This is a STRICOM process.
- 10% - 20% of your time.
- 12 month schedule, subject proposed revisions by the team to the leadership team.
- If overtime is needed, use current SOP for obtaining approval.
- If additional resources are needed, the team will need to come back to the LT for approval.

23. Team Members Names/Signatures

Mike Haddad/E_DIR/STRIORL/US _____

Jim Crabtree/E_DIR/STRIORL/US _____

Rodney Long/E_DIR/STRIORL/US _____

Pam Woodard/E_DIR/STRIORL/US _____